

# Greens and Beans

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*Food 232 Concept Summary*

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Our vegetarian restaurant, Greens and Beans, will be located on East 23<sup>rd</sup> Street in Oakland, California. Oakland is a beautiful port city, situated on the San Francisco Bay area. No matter the season, it is always like summer in Oakland. The beautiful Bay City offers a warm, relaxing Mediterranean climate, with many days of sun each year. Oakland overlooks the famous and stunning San Francisco Golden Gate Bridge, as well as the Oakland Harbor, and offers many entertaining and unique attractions, in addition to large colleges and universities. Oakland is a great tourist destination with the peak visiting season being the summer. Oakland has many beautiful hills for hiking and biking, as well as eclectic architecture. There are many tourist attractions within 10 miles of the city's center, including a museum, a zoo, Children's Fairyland, Chinatown, and numerous parks and preserves (Trip Advisor).

Greens and Beans will be easily accessible to many guests, due to the large assortment of public transportation. Oakland offers the Bay Area Rapid Transit (BART) which operates from 4:00am to midnight on weekdays, 6:00am to midnight on Saturdays, and 8:00am to midnight on Sundays. During the week days, BART runs every 15 minutes and connects Oakland to the San Francisco peninsula, as well as Berkley and other cities in the East bay (Bay Area Rapid Transit). This will make it easier for the public to have access to our restaurant. Other forms of public transportation include busses and taxis. Of course, guests can always travel to Greens and Beans by foot and experience the breathtaking views that Oakland has to offer!

Because of Oakland's large variety of colleges and universities, including University of California, Berkley, City College of San Francisco, and San Francisco State University, which all have a population above 30,000 students (Oakland, California (CA) Colleges and Universities); we chose our target market to be college students who want to live a healthy lifestyle by eating nutritious meals. Since a target market is a group of people with similar wants

and needs, our restaurant will appeal to anyone in the area who has the desire to eat a healthy, meat free meal, but the atmosphere and menu options will be targeted towards the college students in the area.

In order to assess who we could potentially be serving, we researched the demographics, socio-cultural influences, and nutritional and food consumption trends, habits, and preferences.

As of 2010, Oakland has a population of 390,724 people (American Fact Finder), and a population density of 7300 people per square mile, which is considered high. 48.3% of Oakland's population is males, and 51.7% is females. 17.9% of Oakland's population is below the age of 15, 30% of the population is between the age of 15 and 34, 8.2% is between the ages of 35-39, 14.3% is between the ages of 40-49, 13% is between the age of 50-59, and 16.6% is above 60 years of age. The median resident age in Oakland is 33 (Oakland, California (CA) profile). By knowing the percentages of the different age ranges, we will be able to better determine eating habits and preferences, because people of different ages enjoy different foods. Because the largest population group falls in the ages of most college students, we chose to target them.

Although our restaurant is targeted towards college students, we do want Greens and Beans to appeal to anyone in the area. Because of this, it is important to determine price factors for our menu that are acceptable to college students who may be on a budget, as well as tourists and local residents who have different education levels. People with a higher education tend to make more money, and people with a lower education tend to make less money. We found that for the population of people 25 years and older, 13.3% have below a ninth grade education, 12.8% have a ninth to twelfth grade education but no diploma, 70.7% have a high school

diploma, 19.9% have some college education but no degree, 5.5% have an associate's degree, 18% have a bachelors degree, and 12.9% have a masters degree Currently, 31.7% of Oakland's population is enrolled in college (Oakland, California (CA) profile).

We also found that the average income in a family is \$57, 325, and the average income for a household is \$49,695 (American Fact Finder). Because a large percentage of Oakland has a high school diploma, and considerably fewer percentages have a bachelor's degree or master's degree, it will be easier to determine price factors that appeal to college students on a budget and people with a lower education who may make less money. Knowing education levels will also be important for menu planning, because we want to have an appropriate reading level for our guests.

We chose to make Greens and Beans a vegetarian restaurant that offers tasty and healthy meals, focusing on nutrition and local foods. In 2010, 61.6% of California residents were obese 8.6% of adults in California have been told by a doctor that they have diabetes and 177.9 (per 1000) deaths occur from heart disease (Kaiser State Health Facts). Fortunately, fruit and vegetable consumption trends are on the rise. Nutrition, local foods, and organic produce are also food consumption trends. 40.1% of adults in California are consuming fruit two or more times a day, and 26.8% of adults in California are consuming vegetables three or more times per day. These fruit and vegetable consumptions are higher than the overall US percentage, which is 32.5% of adults in the United States consuming fruit two or more times a day, and 26.3% of adults in the United States are consuming vegetables three or more times per day). In 2007, there was an average of 5.2 servings of total fruits and vegetables per day. These consumption trends are considerable increases compared to 1997 consumption; which had an average of 1.4 servings of fruits and vegetables per day (Kaiser State Health Facts). There was also research conducted

that found that people are becoming more interested in health and well-being, and are becoming more concerned with nutritional status (Payne-Palacio&Theis). Nutrition was also part of the top 5 trends identified by the National Restaurant Association. Sustainability, which means using local sources for produce, meat, and seafood, was also on the list. According to Payne-Palacio & Theis, “the three main reasons for this trend are the desire for freshness, the increasing cost of transportation of products, and support for local communities and businesses” (40). Organic cropland is also popular in California, especially organic fruits and vegetables. California has the most organic cropland in the United States, with over 430,000 acres. California also produces half of the fruits, nuts, and vegetables in United States, which makes it easier for people to consume these healthy foods (California Department of Food and Agriculture).

We also researched the ethnicities of Oakland’s population, as well as religion. It is important to be aware of the different ethnicities and religions because we want anyone who is in the Oakland area to have something on the menu that they can enjoy. Different ethnicities means different food preferences and some religions have dietary restrictions that limit the type of food they can eat. According to the US 2010 Census, 34.5% of people in Oakland are white, 28% are black, 16.8% are Asian, 0.8% are American Indian/ Alaskan, 0.6% are Pacific Islander, 13.7% of people who consider themselves “other”, and 5.6% are two or more races (census.gov). 26.6% of Oakland residents are foreign born, and there are many ancestries in Oakland including German (4.9%), Irish (4.3%), English (4.0%), African (2.7%), Italian (2.2%), and French (1.3%) (city-data.com). Protestant makes up the largest percentage of religions in Oakland (33%), followed by Catholic (31%), Baptist (4%), Presbyterian (3%), Jewish (2%), Church of Jesus Christ of Latter Day Saints (2%), Muslim (1%), and other (4%). 21% of people in Oakland consider themselves non religious (American Fact Finder). Knowing these statistics on religious

percentages can help Greens and Beans accommodate for religious dietary restrictions. Catholics, which make up a large percentage of religions in Oakland, do not eat meat or any products that contain meat on the Friday's of Lent and Ash Wednesday. During this time, Greens and Beans can expect increase sales from Catholics who are abstaining from meat.

The target market we chose was because in order to assess our selected target market, we used a number of different methods that helped to get a better insight into our cliental. With this information we will be able to serve our guests' wants and needs in a way that makes them come back for more. The assessment techniques we decided to use were surveys, focus groups, Delphi method, sales data as well as other research. We felt that through these methods we were able to collect a good amount of information in order to guarantee the success of our establishment,

For our surveys we came up with a short, 7 question multiple-choice form. We designed it this way in order to get the most responses. From what we've learned, the general population is more willing to answer questions if they are quick and easy. The questions we came up with were,

1) What is your favorite night of the week to dine out?

Sunday, Monday, Tuesday, Wednesday, Thursday, Friday, Saturday

2) What is your age range?

0-18, 19-25, 26-35, 35-60, over 60

3) What is your highest level of education?

Less than high school, High school diploma, Current college student, College graduate

4) Are you open to eat Vegetarian food?

Yes, No

5) What is your favorite type of music?

Classic rock/rock/ indie rock, hip hop/rap, country, jazz, punk/metal, pop

6) How often do you dine out?

Daily, weekly, monthly, less than monthly (Chefsablog).

7) What do you hope to get out of a dining experience?

Circle all that apply: Spend time with friends, Spend time with family, Entertain out-of-town visitors, Enjoy time to relax

8) How much do you normally spend when you dine out per entrée?

Under \$5.00, \$5.00-\$10.00, \$15.00-\$20.00, More than \$20.00

9) Would you prefer local food or food shipped across the country?

Circle: Local food or Food shipped across the country

The highlighted answers above show which answers were chosen the most times. This information confirms that we indeed picked the correct target market, and we can use the rest of this information in the design of our restaurant and menu items.

Another method we chose to do is what is known as the Delphi method. This helps us to plan for future trends, obstacles and other factors that may influence our business. We did this by choosing three separate people who we feel know enough about the area and our target market that they will be able to provide with useful information. The questions we chose to ask to our professionals were.

- What seems to be growing food consumption trends in the Oakland area?
- What are major traffic routes in or near the Oakland area that we could advertise in?
- What are attractions in or near the Oakland area that we could advertise in?
- Is there seasonal tourism in or near the Oakland area?
- What are the seasonal foods in Southern California?
- What is the average income in Southern California?
- How many people would be willing to eat vegetarian?

Our first person that we interviewed was the Sean LaPean, director of Cal Dining, the dining program for the University of California Berkley campus (Cal Dining).

We chose him because he works directly with our target group. Berkley is just north of Oakland and thus it is not unlikely that students may come to Oakland for day trips. His answers to our questions provided with a good insight into the eating habits of our target market. For the question on the willingness of people to eat vegetarian his response was, “We don’t have an exact number, but we do see a growing trend in a number of vegetarians and people willing to eat vegetarian foods because of health and other factors.” And because of his experience in ordering food, he gave us useful information regarding seasonal foods of Southern California, “Oakland grows a large variety of fruits and vegetables year round. Berries are at their peak during the summer, and most fruits and vegetables flourish throughout the year.” This information should prove very helpful, especially in the development of our menu.

Our second expert we chose to interview was Manette Belliveau, the President and CEO of Visit Oakland, the official destination marketing organization that markets Oakland as a travel



and meeting destination. Her knowledge of the tourism in the city of Oakland gives an inside look into where and how we can better advertise our establishment to tourists. When asked out major traffic routes in the area to advertise she told us that The Bay Bridge, Interstate 80, 90, 880, 580, and Route 24. For major attractions in the area she listed the Oakland Museum of California, Oakland Zoo, Oakland Coliseum, Jack London Square, San Francisco Bay Park. With this information we can better market our business to visitors and tourists. When asked specifically about seasonal tourism in the Oakland area she informed us that Peak season is summer, off-season is winter (San Francisco Flights and Travel). This way we can plan ahead on when we are going to have more customers in the area.

Our final interviewee that we chose for our research was Alethea Marie Harper, coordinator of the Oakland Food Policy Council. With her knowledge of the city of Oakland and its population we were able to find out key information regarding the people of Oakland, California. Her response for the question concerning food trends in the area she informed us that people are trying to eat healthier by adding more fruits and vegetables to their daily diet, which is very good news for our restaurant. Also she gave us information concerning the population's average income, which is about \$49,695 annually per household and \$57,325 annually per family (Census.gov). This information helped us to better plan our menu concerning items and prices. Overall the information attained was very helpful in the development of Greens and Beans.

Another method we chose to utilize is the Competitive/Best Practice analysis, which we use to compare our restaurants to others in the area. Our four competitors are Millennium Restaurant, Ananda Fuara, and Herbivore in San Francisco, California and Souley Vegan in Oakland, California. We picked Millennium Restaurant because it was voted Best Vegetarian Food 2009 by citysearch.com and it was in the top 10 Vegetarian Restaurants 2011, top 10 San

Francisco Vegetarian Restaurants, and top 10 San Francisco Heart Healthy Restaurants by gayot.com. By visiting this restaurant we learned a lot. First off the restaurant is very high class. The furniture/atmosphere gave off a sense of wealth that was also very uptight. There food was good but at the same time very expensive. We could tell it was not the sort of place that the average college student would be able to dine at very often. Also, the menu itself was very limited in its choices. By venturing to this establishment we could see what kind things made them so popular but at the same time we could see what kind of things we would change for the design of our restaurant.

We chose Ananda Fuara and Herbivore because their menus were very similar to ours. We wanted to check prices as well as food quality. When we went to Anada Fuara we were impressed by the quality of their food as well as the excellence of their service. However the atmosphere was not quite what we were looking for in our establishment. The colors were mainly white and off white, seeming very plain. The seating arrangement was also a little to symmetrical, giving it a less comfortable feel to it. As for Herbivore the atmosphere was very similar to what we were trying to bring to our restaurant. It was very modern with both its colors and furniture. It seemed just like what we were looking for, however we would be looking to make our establishment a bit larger and make it a little less casual.

We picked Souley Vegan because they were voted Best Vegetarian Restaurant in 2010 by Oakland Magazine, and also Best of the East Bay 2008 and 2010 as voted by People's Choice. This establishment is very different from the Millenium Restaurant in the sense that it is very casual. From when we first walked in it seemed a tad too casual in the sense that it was a little dirty and tacky (Souley Vegan). The restaurant was designed to make "Soul" food vegan. So in hearing that you would expect more of a soul feel to the establishment. We felt as though

they could have put more effort into their front of house. However it did seem as though it was a place for college students. With the food quality at much more affordable prices as well as a more laid back atmosphere it was definitely more “poor college student” friendly. So with both of these places we found good and bad factors that we took into account. Our plan is to take the best of both of these establishments and implement them into our own.

We also researched literature in order to help us with our assessment. We found through the multiple articles various trends and information regarding our target market. An article in the *Vegetarian Times* (Vegetarian Times) said the percentages of the vegetarian population such as age and gender which is what helped us to narrow down our target market in the first place. An article from Sodexo (Sodexo, Inc) an international foodservice company, talked about college food trends such as Edamame and Corn Salad, Paella and Pesto Pasta Bowl. Also an article from the Vegetarian Resource group, (Vegetarian Resource Group) had statistics showing the growth of vegetarianism and how to market vegetarian foods.

Lastly we had a focus group come and answer some more in depth questions in order to get some specific answers to our questions. The questions we gave them were,

- 1) What would make you want to eat at a Vegetarian Restaurant?
- 2) What kinds of foods would you like to see at a restaurant?
- 3) What kind of environment helps you relax?
- 4) Would you consider yourself someone who eats healthy? If not would you like to change? Please explain.

5) How do you personally feel about meat substitutes?

We felt that these questions would best help us to provide the food and environment that our guests are looking for. The top answers we received were.

1) Uniqueness. Not another chain restaurant like Applebee's. Good Food. An atmosphere that sets itself apart from other places. Variety among the menu items is also important.

2) Variety and something that ties in with your theme. Because you are a vegetarian restaurant, something practical and down to earth. Don't try too hard with presentation but make it homey.

3) One that does not have bright lights, some type of background music that isn't overpowering. It doesn't have to be instrumental, but it should not be at full volume like I'm in the club.

4) Semi-healthy, I try to make good food choices and get all my vegetables but sometimes I just want French fries. But more often than not, yes. I guess I could change by incorporating more green vegetables and whole grains because I do not follow the guidelines that half my grains should be whole.

5) I like veggie burgers but I would rather not eat meat than eat fake meat

With these answers in mind we were able to carefully plan out our menu as well as our front of house/atmosphere.

Our restaurant will be open for lunch and dinner meal periods 7 days a week. We chose to be open every day because we know that many college students do not like to cook themselves and

we want to have our restaurant available to them any day that they want to eat out. We will be open from 11 am to 10 pm each day. Our busiest times would be during the typical lunch hours between 11am and 2pm as well as the typical dinner hours from 5-8pm. We will make sure to have an adequate amount of staff on duty in order to accommodate these daily rush times.

The types of food we will be serving are healthy vegetarian meals that aren't just your regular plain old salads and veggie burgers. We decided to opt for these types of food because by doing our Delphi method research we found that people of Oakland are trying to eat healthier and include more fruits and vegetables in their diets. We also found that vegetarianism is a growing trend in the Oakland area and that we will be able to buy large varieties of different fruits and vegetables all year round. An example of a typical appetizer may be a Light and Tasty Black Bean Quesadilla. We will offer entrees such as Homemade Vegetarian Lasagna. A typical dessert that may be offered to follow the meal may be Sweet and Savory Peach Cobbler.

We will try to offer the cheapest prices possible while still allowing us to make a reasonable product because we know that our target market of college students typically are not willing to pay high prices for their meals. When determining the prices for our menu items, we will take many other factors into account as well. These factors include our local competition, portion size, meal period (dinner prices will typically be higher than lunch prices), and food and labor cost (Payne-Palacio & Theis).

The mission statement of our operation is: Delicious and nutritious meat free meals in a relaxing, stress free environment, serving both the all the time and sometimes vegetarians!

At Greens and Beans, we want to create an atmosphere for our guests that is relaxing, stress free, and welcoming. We want our guests to feel like they can depend on Greens and Beans to take their minds off of whatever is bothering them, and just have a good time. We want

to provide the guests with an experience that reminds them of home, but is something that they cannot replicate at home. Because we are targeting college students, we want them to feel like they can relieve their stress at Greens and Beans. We want them to be able to socialize, feel comfortable, and develop an emotional connection to our restaurant. To do this, we needed to choose a design, décor, and steps of service that satisfy our guests beyond their expectations.

The colors we have chosen for Greens and Beans will be earthy tones that reflect our vegetarian concept, and the whole, natural foods we will serve. Our earth tone colors will include forest green, chocolate brown, rustic red, and sand. We will use those colors throughout our restaurant, including the outside of the establishment, the walls inside the establishment, the floors, the tables and chairs, the curtains, and more. The outside of our establishment will be a rich forest green with a sand colored front door, and the inside will be rustic reds and chocolate browns, with some beige, sand-like colors to lighten the atmosphere. The green, brown, and red colors have been chosen because, in addition to being earthy colors that go along with the vegetarian menu, these colors have also been known to stimulate the appetite, and create a relaxed feeling (Dining Décor and Atmosphere). The floors will be glossy, medium colored hardwood, which gives guests a feeling of nature. The tables will be a dark wooden brown, and the chairs will be dark wooden brown with a forest green cushion. We will also have sand colored curtains that will match the front door of the establishment. We will have dark wooden shelves on the brick walls above each table with a vase of flowers or a plant on each, to go along with the earthy vibe. Tables that are in the center of the establishment and are not near a wall will have a vase of flowers or a plant placed directly on the table. We will have pictures of places in California on other spots on the wall in order to enhance the visual appeal and make the restaurant feel more home-like. We also want to help our target audience feel invited, and that

Greens and Beans is a college friendly restaurant. To do this, we would purchase various products from the gift stores of some of the schools around us such as sweatshirts, flags, banners, etc, and hang up our purchases on the wall.

We will also use lighting and music in our dining areas to help enhance our relaxing atmosphere. The lighting in our dining areas will be moderate, and it will not be too dark so that they cannot see, but it will not be so bright that the guests are over stimulated or bothered. If the lighting is too dim or too bright, it could take away from the relaxing experience. There will also be individual lamps above each table. We will have Pandora radio playing a modern hits station to appeal to our target market of college students. The volume of the music will be at a moderate volume in order to be loud enough for guests to hear, but not so loud that they are distracted by it, and have trouble communicating with our staff as well as the people they are with. The radio station we have selected is “Today’s Hits Radio” on Pandora, playing artists that appeal to college students such as Rihanna, Maroon 5, and One Republic.

Greens and Beans will seat about 90 guests at a time, providing both booths and tables so that each party can sit where they prefer. There will be some tables for parties of four or more as well as tables for doubles and singles in order to accommodate for the variety of party sizes that come to dine in our establishment. There will be multiple dining areas throughout our establishment in order to accommodate all of our guests’ wants and needs. The main dining area will sit approximately 50-60 guests at a time. We will have a private area for large parties to sit about 15-20 guests. For days when the weather is nice enough, which is most days in Oakland, there will be a patio dining area available with seating for up to 25 guests.

Our servers will have a certain uniform that they are required to wear in order to appear professional to our guests. They will wear jeans with a uniform t-shirt that is green and has our restaurant logo on it. The logo will be a silver fork with a red tomato on it. This uniform is casual in order to appeal to our target market of college students. Having a specific shirt for the wait staff will allow them to be recognized and distinguished from the guests. The shirt color goes along with our concept of earthy tones and also helps in stimulating appetite. The fork with the tomato helps to illustrate our vegetarian menu.

We will use the American style wait service to satisfy our guests. We will use the centralized delivery system, where prepared foods are portioned and assembled for individual meals at a central area in or adjacent to the main kitchen, and are transported and distributed to the guests. We will assemble hot meals at the centralized production point and serve the meal immediately and directly to the waiting guest. This system allows for close supervision and control of food quality and portion size, assurance of correct menu items on each order, correct food temperatures at point of service, as well as less equipment and labor time (Payne-Palacio & Theis).

When guests enter Greens and Beans, they will wait in the front waiting area to be seated. This area has seating for about 10 guests as well as plenty of room for guests to stand and wait for their table to be ready if need be. The waiting area will have four foot high dark wooden barriers that will give both the waiting guests and eating guests privacy. There will also be a men's and women's restroom on one side of the waiting area, so guests that need to use the restroom do not have to walk all the way through the restaurant, and they will know where it is located if they need to use it during their meal. At the end of the waiting area but in front of the seating area, there will be a host/hostess podium that will contain menus, a laminated seating



chart, paper, pens, and mints on top for the guests to take as they leave. The laminated seating chart will be used to keep track of tables that are occupied, and tables that are free for the guests walking in. The tables on the seating chart will have a designated number so the waiters/waitresses know which tables they are serving. Whether it is the host/hostess or the waiter/waitress who is seating the guests, they will be able to use a dry erase marker to save time and labor costs. If no tables are free, the seating host/hostess or waiter/ waitress will be able to estimate how long the wait will be based on whether the guests are eating dessert, waiting on a check, or have just arrived.

In the waiting area, guests can see the sand colored swinging door to the private dining room. The doors will be swinging to make it easier for the waiter/waitress to bring and serve the food. The private dining area will have a large, dark wooden L-shaped table with a shiny finish that sits 15-20 guests. There will also be a smaller table in the corner of the dining area for cake and presents if the guests are having a birthday party or special event. There will also be a tray stand for the waiter/waitress to put the tray of food on. There will be two windows that allow guests to view the entrance area of the restaurant, and be able to view the beautiful scenery of Oakland. The private dining area will have various pictures of California, as well as healthy green plants to help emphasize a relaxing, stress free environment.

On Fridays and Saturdays, we will have a host or hostess to seat the guests. On the rest of the days of the week we will have a waiter or waitress seat the guests. We will have a host or hostess on Friday's and Saturday's because we anticipate that it will be busier than the rest of the week days, and waiters/waitresses will not have time to satisfy the guests who are seated. By having a waiter/waitress seat the guests the rest of the days of the week, we will save on labor costs by not having to pay a host/hostess who is working those days.

Before the guests arrive at their table, it will already be set up. On table there will be paper napkins with stainless steel utensils placed on top because they are durable. A dessert menu, a bottle of ketchup, a salt and a pepper shaker, and packets of artificial sweetener and regular sugar will be stocked at each table so that the guests have these items at easy access and do not need to worry about asking their waiter or waitress for them. Drinks will be served in plastic glasses to reduce the chance of breakage and so that they can be easily recycled when it becomes time to replace them. Food will be served on ceramic plates in a variety of colors and shapes in order to enhance the aesthetic appeal of each specific dish.

As the guests are brought to their seat, they will see a main dining area, with various tables and booths on a single floor. There will be dividers between each booth to give the guests a more relaxing experience. If guests are seated at a table but would like a booth instead, the employee seating them will be more than happy to arrange their preferred seating arrangement. While the guests are being brought to their seats, they will be able to see the doors to the kitchen, which will be on the right side, beyond the private dining area. Like the other doors in the restaurant, the doors to the kitchen will be a sand color, but they will also have small circular windows. The seating will be arranged so that the booths line the walls, and the tables are in the center of the restaurant. Beyond the kitchen and main dining area will be the outdoor patio. The patio section will have tables to fit up to 25 guests. The patio section will be on a light colored, wooden deck with a light colored wooden railing around it, and a sand colored patio cover. There will also be palm trees off the patio section, to enhance the feeling of Oakland's beautiful weather. Behind the kitchen will be the receiving area.

After the guests are seated, their designated waiter or waitress will come to the table and introduce him or herself. The waiter/waitress will then take their beverage order. If it is early,

late, or there are not a lot of customers during a certain time, any waiter or waitress can take their beverage order even if the guests are not in their designated set of tables. This will help the assigned waiter or waitress out if they are busy and will help the guests to receive their drinks as fast as possible. After the beverage orders are taken, the waiter/waitress tells them the specials and soup of the day.

The waiter or waitress will then return to the kitchen to get their drinks. When the waiter/waitress brings the drinks to the table, they will also bring out warm, soft, whole wheat rolls and a plate with olive oil for dipping. When they bring the drinks and rolls to the table, they will ask if they would like any appetizers, and then ask if they are ready to order. If they are ready to order, the waiter or waitress will take their order on a small pad of paper in legible handwriting, making sure that the chefs are aware of the appetizers and soups and salads that need to be prepared and brought before the actual entrees. The appetizers are written on the top of the paper, with a line underneath so the chefs know what is the appetizer and what is the main course. The waiter or waitress will then hang the order paper up on a clothespin, with the newest order being hung up on the Chef's right side, so that the tickets are hung from oldest to newest. If the guests are not ready to order, the waiter/waitress will check back in 5 minutes to see if they are ready. If they are not ready after 5 minutes, the waiter/waitress will continually check back every few minutes. While the guests are deciding what to order, the waiter/waitress will check in with the other guests to make sure they are satisfied, and will seat other guests if necessary.

After the order is taken and hung in the kitchen, the waiter or waitress will continually check with the kitchen to see if a particular order is ready, and they will divide their time between taking orders, checking guest's satisfaction, checking if orders are done, and bringing orders to the table. When the food is ready, chefs will have portioned the food out, and the

waiter/waitress will bring the plates of food out on trays and place them on a tray stand. After a guest has received their food, the waiter or waitress will ask if they would like anything else. The waiter or waitress will check in with the guest a few minutes after they have received their meal to make sure they are satisfied. The waiter or waitress will also refill the water glasses when necessary. Bus boys will check with the guests when they appear to be done eating and ask if they would like their plate to be taken away, or if they would like anything boxed up to take home.

After the guests appear to be done eating (plate is cleared, eating utensils are down, etc.), the waiter or waitress will ask if they have had a chance to look at the dessert menu. The guests will be able to browse the dessert menu whenever they want because there will be a specific dessert menu that is always on the table. The dessert menu will have desserts that are offered year round, as well as desserts that contain seasonal fruits. If the guests have not had a chance to look at the menu, the waiter or waitress will explain the special desserts (if there are any) and give them a few minutes to look over the menu. They will return in a few minutes to take their order and write it down on the table's meal ticket. Once the order has been taken, the waiter or waitress will go to the kitchen and get the pre-made desserts, put them onto a decorative dessert plate with a garnish to enhance aesthetic appeal, and bring immediately to the guests. Once the guests are done with their dessert, a bus boy will bring their empty plates to the kitchen.

If the guests would not like dessert or once they have finished their dessert, the waiter or waitress will bring the check to the table. The check will be prepared using a computer that will have all of the menu items and beverages and their prices that will help save time and error. If the guests would like separate checks, we will process their orders separately. We will not bring separate checks for a party with 10 people or more, in order to keep the operation going quickly

and smoothly. We will include a 15% gratuity for a party of 6 or more. The check will be brought in a black booklet that has a credit card slot and pockets that hold cash. The check will be collected and processed as soon as the waiter or waitress gets a chance to do this, unless the guests are not ready, in which case the waiter or waitress will give them a few minutes. The guests will then receive a receipt and bus boys will clear the table and bring the dishes and utensils to the kitchen. They will then wash the table and bring clean utensils and napkins to the table to prepare for the next guest. As the guests leave the restaurant, the waiter/waitress who served them will thank them for coming and tell them they are looking forward to seeing them again.

Purchasing is a very important part of a foodservice operation because we want to be able to have the highest quality food for a good price in order to better satisfy our guests. Vendors are food distributors who supply the food we will purchase. When selecting vendors, we chose vendors who would help us succeed, and who have quality products and service. We only considered vendors who gave reliable service and competitive prices for open market buying. We wanted to use minimal food vendors to save time and energy from having to keep track of multiple invoices. In considering vendors, we wanted vendors who would be able to take care of a problem if necessary, such as food products not arriving with good quality. We would aim to have our deliveries arrive sometime before 10am so we would have time to check the delivery and put everything in storage, so it is not during peak business hours and we can concentrate on the delivery rather than trying to take care of customers and delivery at the same time. We will also discuss prices and payment terms when considering our vendors (Payne-Palacio & Theis).

Because Greens and Beans is a smaller foodservice operation, we will use secondary markets, and tertiary/retail market if needed. Secondary markets are useful for smaller purchases

than primary market purchases, and are good for fresh restaurant ingredients. We will need many fresh ingredients because we will produce homemade soups, salads, and entrees. However, we will have freshly baked bread delivered daily, and desserts will be delivered twice a week and will be kept in the freezer or refrigerator. We would purchase from broadline distributors and specialty distributors, depending on what we are interested in buying. Specialty distributors focus on a specialty item, such as produce, and can be better quality than broadline distributors, who do not typically have a particular focus. We would use retail markets if we ran short or missed an order, or if we have a low use item (Payne-Palacio & Theis).

We would also use the informal or open-market buying to order needed food and supplies from a selected list of vendors based on a daily, weekly, or monthly price quotation. We will request daily or weekly prices for fruits and vegetables, and monthly prices for grocery items. By using open-market buying, we can check price sheets from multiple vendors each week in order to get the cheapest price. We would place the order after we checked prices, discussed delivery and services offered, and were sure that quality would be what we were looking for. We would contact the vendor by either computer or telephone and record the prices and other information. This way we would be able to choose the best vendor based on our standards of price, quality, and service. We would also visit the vendor's location to see how they store and care for food. We would visit other vendors when we are considering new ones to see what is available and how much it costs. We would also use the Just-in-Time purchasing method to help keep our produce fresher, longer. The Just-in-Time method will help us to keep as little in storage as we can, because more food to be held takes up more storage room (Payne-Palacio & Theis).

Local and organic foods, especially produce, are important to Greens and Beans. For this reason, we would also check out farmers markets for fresh produce. Farmers markets in Oakland

provide local food to customers and supply produce year round. Farmers markets are useful for comparing prices and product quality and service. Old Oakland Farmers' Market, which is part of Urban Village Markets, located on Ninth Street, would be an excellent farmers market for us to purchase from. Old Oakland Farmers' Market strives to, "provide the best possible opportunity for farmers, food vendors, and community members to preserve, enhance, and enjoy regional fresh quality foods. UVFM's mission is to promote the family farm; help protect the local environment by sustaining and restoring surrounding greenbelt areas; and above all, to help build real community by fostering economic and social ties between producers and consumers" (Urban Village Farmer's Market Association). Old Oakland Farmers' Market offers fresh fruits and vegetables, fresh ranch eggs, bakery items, and fresh cut flowers, and would be an excellent opportunity for us to purchase many products we need.

The San Francisco Wholesale Produce Market is home to over 30 produce businesses, and is a 25 acre facility with 280,000 square feet of warehouse storage space. The produce market offers a large variety of and vegetables from many distributors. The San Francisco Wholesale Produce Market would be excellent for the informal/open-market buying method because there are many vendors who are located at the market, and we would be able to make sure we are getting the best prices because we would check prices often. Ivisualguide.com is a website that has a list of the vendors who distribute at the San Francisco Wholesale Produce Market, as well as contact information, hours, and a description (Wholesale Produce).

VegiWorks, Inc. is an example of a distributor located at the San Francisco Wholesale Produce Market. They specialize in a complete line of fruits and vegetables, as well as certified organic and pre-cut produce. They are open Monday through Saturday, 12:00am-12:00pm, and will

deliver from 7:00am to noon. They will allow exchanges and returns within 24 hours, and shortages must be reported at the time of delivery (Vegi Works Inc.).

After we decided the types of food that Greens and Beans would serve, we would need to identify the quantity of food for production. To do this, we would use the build to/order pars to establish order amounts. By using the build to/order par, we would be able to set a stock level so we would be sure that we would not run out of stock, and to help determine proper order quantities. Par is the amount that we need to have so we do not run out by the next delivery. Pars are developed by determining daily usage, delivery dates, and order dates (Payne-Palacio & Theis).

We would also set minimum stock levels and maximum stock levels. Minimum stock levels are the smallest amount that we can have to ensure that we do not run out before our next order. Maximum stock levels are the highest amount of food that we should have on hand. If we have too much stock on hand, we run the risk of having to throw out food and lose money. When considering stock levels, we should also consider storage space, whether our items are perishable or not, the amount of money we have to spend, and how desirable the product is. The more desirable the product is, the more likely it is to be stolen (Payne-Palacio & Theis).

We would also have specifications that we would send to vendors that would include the name of the product, the federal grade or brand, the unit on which the price is quoted, the name and size of the container, and the count per container or approximate number per pound. For our fresh fruits and vegetables, we would also want to specify the variety and degree of maturity (Payne- Palacio &Theis). When using grades and standards for eggs, cheddar cheese, and fresh produce, we would determine what grade to use based on how we are preparing the food. If the



visual quality (uniformity in size, cleanliness, color, lack of damage or defects) of a specific food is important, we would use a higher grade than if the food was to be puréed or chopped into a soup. We will purchase the majority of our produce from the San Francisco Wholesale Produce Market, and we will purchase produce from the farmers markets when necessary.

Receiving is important to a foodservice operation because this is when we will check the deliveries and make sure they are the quality and quantity that we want. Our receiving area will be a covered, outside platform on the same level as the storage rooms and kitchen, as well as the height of a standard delivery truck bed. It will be easily accessible for the trucks to unload, and will provide easy access to the storage areas. It will be well lit, clean, safe, and large enough for our order size. It will also be large enough to allow for hand trucks and platform scales. We will have forklifts, hand trucks, carts, weight belts, scales, thermometers, and box cutters. By having those pieces of equipment, we will better be able to check our orders to make sure that our order is wholesome. We will also have a workspace for the receiving clerk so they can weigh, count, and examine food. The scale to weigh the food will be double faced, so the receiving clerk will be able to see it. The receiving clerk will have an office with a glass wall that will face the loading dock so they can check the delivery. The exterior door will be six feet (Payne-Palacio & Theis). Orders will be placed Saturday after close for Monday before opening delivery, and Wednesdays after close for Friday before opening delivery. They will be delivered at 10:00am, because Greens and Beans opens at 11:00am. This will give us time to properly check our orders and put them into storage.

Our receiving process will involve preparing for the delivery by preparing the storage room, and making sure that the products we have follow the first in, first out (FIFO) method. We

will also prepare equipment. Before we open our outside door, we will use a security window on the door so we can check who is outside. Before we receive an order, we will make sure that our personnel are trained to assess safety, wholesomeness, pre-established specifications, and quantities. They will know how to transfer food properly and handle invoices. We will have a schedule for our receiving personnel to set up the receiving order and storage areas. By having receiving personnel, we will make sure that they are someone who is extremely trustworthy, and will allow for better security than if we had an untrained, unreliable employee checking our orders. We would also have a manager present during the receiving to prevent theft (Payne-Palacio & Theis).

Before checking our product against the purchase order, we will have it brought into the receiving area. This will make our receiving more accurate because it will be easier to keep track of all the products. We will then inspect the delivery and check it against the purchase order and invoice. We will only accept an order if it meets our pre-established quantity and quality standards, and if these standards are met, we will complete receiving records and transfer the products to storage. We will use the blind method randomly once a month, because this helps ensure that our orders are unbiased, and also to make sure that all the items are really there, and that the receiving clerk is not seeing what he or she thinks is there because he or she sees it on the purchase order. When using the blind method, we would compare our items recorded on the blind purchase order with the filled out purchase order and invoice (Payne-Palacio & Theis).

After we have received the order and checked it against the invoice, we will make sure it matches the bill, and we will check the quality. If the quantity does not match, we will use a credit slip for missing items. Checking vendor's policies on missing items or delivery issues is

important when considering a vendor. When checking quality, it is important to check the weight of the item, the temperature, and how it visually appears, as well as how it smells. We would take the temperature of some cold items, such as milk and eggs. To check the temperature of eggs, we would take the air temperature of the truck and make sure it is 45 degrees. We would check the weight of the boxes using scales, to make sure the weight that it says on the box is really how much it weighs. We would also check inside the boxes to make sure the quality is what we are looking for. Occasionally, we would use food specifications to check that our product received matches. If the quality meets our pre-established specifications, we will sign the invoice. If it does not, we will obtain a credit slip and reject the product (Payne-Palacio & Theis).

After we have received the order and checked it against the invoice for quality and quantity, as well as the bill, we will store it in one of the storage areas. We will have three storage areas; one for dry storage, a walk-in refrigerator and freezer, and a chemical storage room. The storage areas will be between the receiving area and the kitchen. This will reduce the labor time that would be spent moving goods, and will help ensure the freshness that Greens and Beans strives for. We will also use inventory methods to check our supplies. We will use the physical inventory method to figure out how much food and supplies we have on hand at a time, and to determine how much food or supplies to order. We will use physical inventory because it is useful for perishable foods that are delivered and stored in the production area. We will occasionally use the perpetual inventory once a month. All of the items to be placed in storage will be labeled with a permanent marker with the date. This will help us with the first-in first-out method (FIFO). Next, we will have an employee deliver the items to storage. As items get stored, it is important to again check the quantity against the invoice (Payne-Palacio & Theis).

When storing our items, the cold food will be put away first in order to assure food safety and prevent microbial growth. In cold storage, certain foods will be kept on certain shelves in order to avoid cross contamination. Cooked foods will be stored on the top shelf, with produce below that, and our eggs and dairy kept on the bottom so that they will not spill and contaminate anything else. There will be two thermometers in our cold storage. One will be placed in the front and high to record the highest temperature, and one will be placed low in the back to record the lowest temperatures and temperatures will be monitored to make sure that they are in a safe range. The freezer temperature will be kept from 0 to -10 degrees F. Refrigerated storage will be kept around 40 degrees F. We will use the FIFO (first in, first out) method when storing everything which means that the newest items with the latest expiration date will be placed behind and used after the oldest items. This will save money and will create less waste. We will follow the 6" rule keeping the food 6 inches from the floor, 2 inches from the wall, and 18 inches from the ceiling in order to help with air circulation and avoid physical contaminants. Everything will be covered, labeled and dated. All storage areas will have drains for mopping along with clean floors, shelves, and walls. We will clean our refrigerators weekly. All storage areas will be kept locked until items are needed from them. Storage areas will be kept close to delivery areas so that items will not have to be moved far to be served (Payne-Palacio & Theis).

Dry storage will be put away last. We will have a dry storage area for canned and boxed foods and grocery items as well as paper products that can be safely stored from 50 degrees to 70 degrees. The storage area will also be dry, with 50-70% humidity. The floors in the dry storage will be moisture-proof, and we will have metal shelves to store the food, and there will be no windows. We will have wall vents to increase air circulation to help remove moisture, because moisture allows mold to grow. The shelves in the storage room will be 6" off the floor, 2" from

the wall, and 18” from the ceiling. This will prevent pilferage. There will be enough space in the dry storage for the food, shelves, mobile pallets (to help keep food off the floor), a desk with a computer to keep inventory records, scales, and a lockable wide single door to the preparation area. We will also follow the FIFO method to store our food, and each item will be labeled and have a designated space. We will have a regular cleaning schedule to make sure that the food and other products are protected from rodents and insects. After all of our items have been put away, we will process the invoice and credit slips (Payne-Palacio & Theis).

Staff will come in everyday before the opening of the restaurant to prepare vegetables, salads, soups, and anything else that needs to be pre-prepared in order to make production go a lot smoother. Each preparation area will be clean and clear, and will have a drawer with recipes, preparation procedures, recipe yields, common conversions, pictures of the finished product, equipment, and utensils. The recipes would be typed and laminated on a 5 x 8 inch recipe card and contain the title, the yield and portion size, cooking time and temperatures, and ingredients and quantities (Payne-Palacio & Theis).

We will have a vegetable preparation area located near our refrigerated storage, cooking, and salad areas to provide easy access. This area will have a chopper, a cutter, a two compartment sink, a vegetable scrubber, worktables, a cart, knives and cutting boards. The vegetable scrubber and knives will have a green sticker on them in case they get mixed in with another preparation area. The cutting boards will also be green so the chefs will know that those are for vegetables. There will be an opening in the worktable to put a garbage can underneath for easy disposal of waste. Before opening of the restaurant all vegetables needed for the day will be prepared (Payne-Palacio & Theis).

Nearby the vegetable preparation areas, but also close to the serving unit will be the salad area which contains worktable space and refrigeration for set up salads and dressings. Salads will be set up before the opening of the restaurant each day in order to make serving go a lot faster. The salad area will also have a chopper, cutter, two compartment sink, vegetable scrubber, worktables, a cart, knives, and cutting boards. The stickers for the vegetable preparation area will be yellow. It is important to differentiate the vegetable preparation equipment and the salad preparation equipment because of the different ingredients they will contain. For salads that contain nuts, dairy, or eggs, we want to be sure that we avoid cross contamination and that we do not get any of these common allergens on any other food (Payne-Palacio & Theis).

We will also have a separate area for ingredients because our storage rooms will be off limits to most staff. The ingredients will be pre-measured and placed on a small table near the kitchen. This will save time because the employees will not have to go to storage, and it will also help reduce theft and damage from the storage room. It will help reduce recipe error because everything will be pre-measured, and it will save the cooks time which will save us food and labor costs. It will also help improve guest satisfaction because the chefs are less likely to make an error when the ingredients are pre-measured (Payne-Palacio & Theis).

Production is also important in a foodservice operation because it will help us have the correct amount of food ready at the correct time. In order to avoid the conditions for microbial growth (FATTOM- food, acidity, time, temperature, oxygen, moisture), we will prepare our orders as close to service as possible. This will also help us have optimal quality (Payne-Palacio & Theis).

Our first step in production will be cooler stripping. This is important because this is when we see what can be reused and what needs to be thrown away. Factors to consider are whether the food was properly wrapped, how it was held, and how the quality is. We would then complete production for the first meal, starting with menu items that can hold longer, and finishing with the menu items that need to be served sooner. When beginning production, we would have to take into consideration how much workspace we have, and what equipment we have. These will determine what we can prepare. We would also have to take food safety into consideration, making sure that temperatures are checked for holding foods. Then we would pre-prepare for the next meal, starting with menu items that can hold longer and finishing with the menu items that need to be served sooner. Next, we would pre-prepare for the following day. Factors to consider for next day pre-prepare are food safety, and food quality. We would not prepare foods that would lose quality, or could cause microbial growth and be unsafe. We would make sure that after every production foods are stored properly and are covered, labeled, and placed in the refrigerator or freezer (Payne-Palacio & Theis).

We would also have pre-shift and post-shift production meetings to discuss the schedule, any special events, and discuss issues with the staff. Meetings would also give us an opportunity to assess the staff and give them compliments when they deserve them or criticism when they need it. During the production meetings, we would also discuss the production schedules, which would be given to each staff member at the end of the meeting. On the production schedules, we would organize it so each staff member knows exactly what they need to do, and when they need to have it done by. We would include the recipe name, the quantity desired, the production sequence, the time they are allotted, and a place to sign their name. It is important to assign them

a specific time allotment, because if they will be more productive in completing the task than if they had all day (Payne-Palacio & Theis).

Before the food production process can begin, recipes must be developed. Recipes are developed so that the food is consistent in appearance, consistent in ingredients, portion size (yield), and flavor. Recipes are developed based on target market desires and guest suggestions. We would also look online, in various vegetarian cookbooks, test kitchens, and competitors. However, we would have to adjust the recipes so we can use them in our operation. We must consider the portion size, equipment, cost, ingredients, flavor, appearance, skills required by personnel, and the language used. Language is important because chefs need to be able to read and understand the recipe so they can properly prepare it (Payne-Palacio & Theis).

When it is time for the food production process to begin, the first thing to do is to read the recipe and gather the ingredients. Personnel would gather ingredients from the ingredient table, which was discussed earlier. The ingredient table increases efficiency and prevents overusing of ingredients. Next, the personnel would prepare the recipe. Once the recipe is prepared, portion control is necessary to make sure that there is enough food for the guests, but not so many leftovers that the food goes to waste. We would use recipe adjustment methods to get our desired portion control. There are two parts to standardizing a recipe; the first part is to standardize the size and yield, and the second part is to standardize the format, so the recipes are consistent and easy to use. Two recipe conversion methods we would use are the factor method and the percentage method. Recipes must make 20 or more portions to be able to use these methods; anything smaller is considered small batch recipes. The percentage method is used for recipes that are converted often. After the recipe is produced, it is divided into the portions that have been determined using the conversion methods. The portions will then be weighed to make sure



that they are the proper size and consistency that will satisfy guests as well as help the restaurant save money (Payne-Palacio & Theis).

The final step for production will be to assess the quality of the product. We will assess quality by taking the temperature of the food, and checking sanitation and cleanliness of the production area and the food itself. Then we will assess the taste of the food, as well as its appearance. Assessing the quality of the product is important for ensuring guest satisfaction (Payne-Palacio & Theis).

For production/service link, it will be the responsibility of the wait staff to make sure that the guest's orders are delivered in a timely and presentable fashion. The wait staff will know the approximate cook times of the menu items and should be able to get a rough estimate of how long it will take for a table's order to be ready. Factors that will need to be included in this would be the number of guests that evening, the number of kitchen staff that evening, as well as other factors that may shorten or lengthen the average time it would take for an order to be prepared, cooked and ready to serve. The wait staff will go through training before they are put to work in order to make sure they know these details as well as how to make sure the food they are delivering arrives at the guest's table looking presentable.

The kitchen of Greens and Beans will be designed to fit all of our equipment in a way that would allow the chefs to work efficiently and productively. When the chefs walk in from the main dining area, they will see the main cooking area, the salad preparation area, the vegetable preparation area, and a dry storage preparation area. All of our equipment will be stainless steel. The back wall of the kitchen will have the door to the receiving area. The warewashing area will be in the back left corner of the kitchen, and will be U-shaped, because the U-shape is efficient

for small space. There will be a four-foot aisle on either side of the dishwasher. When the dishes are brought to the dish area, the leftover food will be dumped into a trash can next to the dishwasher. The dishes will then be loading into the dishwasher, organized by plates, bowls, cups, and utensils. This organization will help make unloading the dishwasher faster. The dishwashing cycle will begin once all the racks are full of dishes, and will go through a high temperature cycle, a high pressure cycle, sanitation, and drying. The final rinse temperature for the dishwasher will be 180 degrees Fahrenheit. There will also be sinks for hand washing, and will include soap, a nail brush, and a single-service towel dispenser. There will be a trash can in the compartment under the sink. The warewashing and hand washing area will be in the back corner because it helps avoid cross contamination of chemicals with the food we produce.

Personnel will be instructed to use the sink before each shift and immediately before food preparation. The sinks will be stainless steel. On the right back corner of the kitchen, we will have our walk-in storage refrigerator, freezer, and dry storage area. Adjacent to the storage areas will be the vegetable prep area. The vegetable prep area will include two work tables, and two double-compartment sinks lined against the wall. The vegetable prep area will also have a cart with chopping and peeling equipment. On the left side of the kitchen, we will have the main cooking area. In this area we will have 3 decks of ovens, a broiler, a deep-fat fryer, a steamer, a mixer with attachments, a stove with 10 gas burners, a flat top skillet, and a cook's table with a sink, pot and pan storage rack, and overhead utensil rack. In between the main kitchen area and the vegetable prep area will be the salad preparation area. The salad preparation area will be slightly towards the right side of the whole kitchen area, close to the vegetable preparation area. We chose this arrangement because we wanted both produce areas to be close to the walk-in refrigerators and freezers, so they will stay fresh and have good quality. The salad preparation

area will have large worktable space to prepare the salads. Under the worktable will be a small built in refrigerator that we can store produce in. The small built in refrigerator will save personnel time from going back to the large walk in refrigerator and searching for the desired products. On the right side of the kitchen area will also be the bakery and dessert preparation area. While we will not be baking our own bread, we will still need a table to prepare bread for sandwiches. This area will have a worktable with drawers that have equipment for slicing bread, as well as an oven for heating the bread and wire cooling racks. The food assembly/serving area will be on the left side of the kitchen, across from the bakery and dessert area and close to the doors that lead to the main dining area. This area will contain multiple counters that will have silverware, napkins, and condiment and beverage dispensers. It will also contain a tray line for the waiter/waitress to pick the food up from. This is also the area that will contain the clothesline where the waiter/waitress can hang up the paper order for the chefs to see (Payne-Palacio & Theis).

Greens and Beans will offer a relaxing, stress free environment to college students and anyone else in the Oakland area. We strive to satisfy guests, and we will go beyond their expectations to do so. We want to help guests live a healthy lifestyle by eating a healthy diet, and we want them to have fun while doing so. Guests of Greens and Beans will leave our establishment already planning their next visit. We will treat our guests like family, and we will give them the experience, environment, and respect they deserve.

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